INCREASING EMPLOYEE ENGAGEMENT: GETTING THE BEST THROUGH UNDERSTANDING YOUR ORGANIZATIONAL CLIMATE

Rodney Jackson
Senior Coach and Consultant, PeopleFirst

Session Objectives

- Define organizational climate, how you measure it, and why it is important
- Understand employee engagement as a subset of your organizational climate, and how employee engagement impacts your profitability
- Know the key strategies and resources to help you better understand your organization’s climate and current levels of employee engagement

Common Responses

- Communicate and listen effectively
- Establish clear, aligned goals
- Maintain accountability
- Build trust
- Recognize contributions

Adapted From The Carrot Principle by Adrian Gostick & Chester Elton

Organizational Climate

What behaviors and practices, if consistently demonstrated by me and other leaders, would create a work climate of personal fulfillment, engaged workers, and sustained profitability?

But How Do We Measure These Things?

The “Peter Principle”

Why did you promote someone to a supervisor?
- “Good on the job” – in their current role
- Hard working and productive
- Loyal to the company
- Good team players

Source: Dr. Laurence J. Peter and Raymond Hull. The Peter Principle.
Definitions

Organizational Climate
A psychological state strongly affected by organizational conditions, such as systems, structure, and leadership behavior.

Climate Assessment
An evaluation of culture and subcultures, assessing level of alignment with values.

Organizational Values
The things that define what is most important around here.

Discussion

- What did you score highest, and why?
- What did you score lowest, and why?
- How well do you think your scores would match the scores of your employees?

Climate Assessment Tools

- 30-question survey focusing on evaluating human capital at the organization level
- Given to all employees in the organization
- Participants can answer in English or Spanish

Executive Summary

Survey Response Demographics

Area of Organizational Strength

Organization Data
### Communication Assessment

<table>
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<tr>
<th>Specific Scores</th>
<th>Leadership</th>
<th>Staff</th>
<th>Gap</th>
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<tr>
<td>Employee Communication</td>
<td>6</td>
<td>5.5</td>
<td>0.5</td>
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<td>Leadership vs. Staff</td>
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<td>5.7</td>
<td>0.8</td>
</tr>
<tr>
<td>Total Response Frequency</td>
<td>23</td>
<td>17</td>
<td>6</td>
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### Cost of Active Disengagement in the US!

- **18% Actively Disengaged**
- **30% Engaged**
- **52% Non-Engaged**

Gallup
2013 State of the Global Workforce
United States results

$450-550 Billion Annually

If you want to be successful, thus profitable, ENGAGEMENT is "NOT" a nice to have, it is a "NEED" to have.

### Employee Engagement

**What describes your best employee?**

**What describes your worst employee?**

### Discussion

**What makes you feel engaged at work?**

**What makes you feel disengaged at work?**

**What are you doing that contributes to disengagement?**

### Three Types of Employees

1. **ENGAGED** employees work with passion and feel a personal connection to their company. They drive innovation and move the organization forward.
2. **NOT ENGAGED** employees are essentially "choked out." They are walking through their workday, putting in time — but not energy or passion — into their work.
3. **ACTIVELY DISENGAGED** employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day they work, these workers undermine what their engaged coworkers accomplish.

### Leaders who inspire engagement are typically rated high on...

- Communicate and listen effectively
- Establish clear, aligned goals
- Maintain accountability
- Build trust
- Reward/Recognize contribution and achievements — The Accelerator

Adapted from *The Carrot Principle* by Adrian Gostick & Chester Elton
Leadership Impacts Engagement

Case Study Confirmation

- Supervisor behaviors accounted for 50% of employee engagement
- Leadership accounts for 20%

Topics Today

- Servant Leadership
- Communication for Results
- Matching Strengths with Interests
- Benefits of Diversity in Teams
- Transitioning from Employee to Manager to Owner
- Building Effective Cross Cultural Work Teams

What Can You Do?

- Measure the factors of climate and engagement
- Analyze and share your results with employees
- Together, develop actions; measure again
- Build leadership capabilities

Your Role in Engagement

- What can you do to increase employee engagement?

But How About My World?

- I have different cultures and languages spoken.
- I can’t figure out the thinking of the younger (older) generation.
- It’s hard to keep up with the technology; I can’t find good help.